

# Project Charter

## 1 Project Name: Business Continuity – Statewide Prioritization of Critical Business Functions

<b>Sponsor:</b>	John Gillispie, DAS-ITE
<b>Project Manager:</b>	Jeff Franklin, CISO
<b>Customer:</b>	All Executive Branch agencies
<b>Updated By:</b>	Wes Hunsberger, DAS-ITE
<b>Approved By:</b>	John Gillispie, DAS-ITE

## 2 Project Approval:

<b>Approved By:</b>	Who approved this version? TGB?
<b>Approval Date:</b>	When was it approved?

## 3 Estimated Schedule

<b>Start Date:</b>	July 1, 2010
<b>End Date:</b>	June 30, 2011

## 4 What Is This Project All About?

### 4.1 What are the project objectives and how does it relate to the corporate mission statement?

This project will build upon the Governor's Continuity of Operations/Continuity of Government (COOP/COG) plan by defining the interdependencies of Information Technology resources among the state agencies. The consultant will review and update the 2008 information and prepare written documents and proposals for future funding initiatives. This will assist the Governor and state leadership in making the appropriate business continuity decisions during a disaster event.

## 5 What Are the Project Business Drivers and its Stakeholders' Impact?

### 5.1 What are the business opportunities this project aims to fulfill?

With this project, the consultant will:

- 1) Verify data from COOP/COG data from 2008 and identify what interdependent technologies are crucial to business continuity.
- 2) Utilize a scientific methodology to prioritize business process restoration, make solution recommendations and identify required funding where applicable.
- 3) Identify process and procedures to assist our Governor and State leadership to review and make important decisions as they relate to the safety, health and service to our citizens.

The ability to restore government services promptly for our citizens in the event of a disaster is critical to

maintain safety and health. Some state agencies also have requirements to provide services within specified timeframes. If timeframes are not met then penalties can be applied. To avoid hardships and added costs to restoring services, plans need to be developed and tested. These plans are the blueprints used by our Governor and leadership for critical decision making in the event of a disaster. Correlating critical services and technology delivery systems is an essential requirement.

This project will require proactive planning on the part of agency's to prepare themselves for a potential disaster. Specifically, it will set the expectation of application availability in the event of a disaster and prioritize response plans. At the completion of the project we will have a business continuity and disaster recovery plan which will be used by the Governor and leadership when deciding what state agency's service functions will be restored first, second, third, and so on. The plan will define IT relationships and costs associated with these processes for needed services. The plan will coordinate IT functions among state agencies and state employees. Agencies systems and processes will be stored at backup locations identified in the plan. Leadership will be informed of the IT business continuity plan and prepared for the costs associated with restoring services.

Most Likely Stakeholders	Most Likely Impact
A. Business continuity planners in state government	• Aid to business continuity planning.
B. Administration charged with COOP/COG plans	• Aid to making decisions in the event of a disaster.
C. Other?	•
D. Other?	•

## 5.2 How does this relate to existing project business plans and priorities?

The Governor's office and state leadership will have clear direction and expectations about what applications and services will be restored first, second, third, etc. based on the plan. Service information solutions, costs and timeframes for restoring needed services will be provided to the public based on the plan. They will know what services the state can provide along with specific timeframes for restoration.

The public's need for state services will be identified and restored within the timeframes outlined in the plan. Announcements via media networks can be provided in a more organized and timely manner clarifying public expectations.

There are no direct cost savings. The goal of this request is to mitigate and reduce future costs due to a disaster. Similar to insurance, we hope for the best but we plan for the worst. Each agency is required to have business continuity and disaster recovery plans. However; each state agency plan does not consider the application interdependencies related to their business service requirements. This knowledge will improve the decision making process and reduce costly mistakes.

Much of the data has been gathered by Homeland security. This process will input and review the interdependencies to identifying gaps of service, price solutions and prioritize actions.

100% of the funding will come from Pool Technology Funds. This project is one of the FY 11 ROI projects to be submitted in the FY 11 budget offer and is number three on the rankings of cross agency projects.

The tangible benefit is the disaster recovery plan and documentation. The Intangible benefit is a state of

readiness to assist our citizens.

### 5.3 Who are the key stakeholders? How are they likely to be impacted by this project?

- As mentioned above, the key stakeholders of the project are the administration of the Executive Branch of Iowa, who are charged with developing and maintaining COOP/COG plans for business continuity purposes.
- By extension, the citizens of Iowa who depend on the critical business functions supplied by all of the Executive Branch agencies.

## 6 What is its Scope and What Does it Cover?

### 6.1 In Scope: What does this project scope include?

One of the unresolved challenges upon completion of the state's 2005 COOP/COG plan was how to prioritize essential functions of multiple state agencies that all had functions with the same criticality rating (meaning allowable period of time in which operations could be disrupted and an identified backup/restore procedure). This is an issue when two or more departments rely on another agency, such as DAS-ITE, to accomplish their essential function. For example, if DAS-ITE is impacted by a disaster and they support multiple agencies that have functions with the same criticality rating, what do they restore first? What is the priority? Homeland security and DAS staff identified executive branch agencies that have criticality ratings of A, AA, or AAA. Homeland security staff then interviewed COOP/COG and information technology representatives from the identified agencies to ask them about the functions they identified as A, AA, or AAA. The results of the interviews clarify the criticality of those identified functions and identify what interagency dependencies there are in relation to those functions. Some of this information is captured in the LDRPS application (Living Disaster Recovery Planning System). This project will engage a consultant to review the criticality ratings identified in 2008 and complete the documentation and interdependency evaluation process. The consultant will identify services and functions that conflict in the existing infrastructure and make recommendations based on impact and cost. Following is the criticality rating system.

Criticality		Down Time	Allowable Disruptions
AAA	Mission Critical	0 hours	Virtually no disruptions of operations
AA	Mission Critical	12 hours	Negligible disruptions of operations
A	Mission Critical	72 hours	Nominal disruptions of operations
B	Important	7 days	Minimal disruptions of operations
C	Non-Critical	14 days	Minor disruptions of operations
D	Non-essential	30 days	Moderate disruption to operations

### 6.2 Out of Scope: What items were discussed but are not included in the project scope?

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## 7 Project Authority

- 7.1 Executive Sponsor – State the overall project sponsor. The sponsor should be able to ensure that the project initiator has authority to commit appropriate resources.
- 7.2 Change Control Board (CCB) –This section describes participating agency management control over the project. The Project Manager should manage internal control; external oversight by the Change Control Board should be established to ensure organizations’ resources are applied to meet the project and organizations’ objectives.
- 7.3 Project Manager – This section explicitly names the overall project manager and may define his or her role and responsibility over the project.

Project Role	Potential Candidate(s)	Est. Effort
Executive Sponsor	Primary Contact: John Gillispie at 725-3231 or <a href="mailto:john.gillispie@iowa.gov">john.gillispie@iowa.gov</a>	
Change Control Board: 1.	TBD, however staff from HSEMD and DAS-ITE have already prepared background information on the project.	
Project Manager	Jeff Franklin, CISO	
Core Project Team 1.	TBD	

## 8 Risk Analysis

- 8.1 List the most important risks, impact, probability and risk avoidance options.

Potential Risks	Impact H M L	Probability H M L	Risk Avoidance or Contingency Options
1. Loss of FY 11 ROI funding will delay the project	H	Unknown	Maintain the LDRPS as is with current limited functionality.
2. Maintaining separation of individual COOP/COG plans with no comprehensive priorities	H	H	Maintain the LDRPS as is with current limited functionality.

3.	CHEMEL	CHEMEL	
4.	CHEMEL	CHEMEL	
5.	CHEMEL	CHEMEL	
6.	CHEMEL	CHEMEL	
7.	CHEMEL	CHEMEL	
8.	CHEMEL	CHEMEL	
9.	CHEMEL	CHEMEL	
10.	CHEMEL	CHEMEL	

## 9 Project Milestones

9.1 Identify the significant project milestones, including executive and team progress reporting.

- As the project is based on receiving FY 11 ROI funding, a key milestone will be the Technology Reinvestment Fund appropriation and the ranking of the LDRPS project in the complete list of FY 11 ROI projects.

# Project Charter

## Project Name: Business Continuity – LDRPS Enhancements

<b>Sponsor:</b>	DHS: Bill Gardam, Division Administrator DOT: Steve Gast, CIO HSEMD: David Miller, HSEMD Administrator
<b>Project Manager:</b>	Jim Marwedel, Homeland Security COOP Planner
<b>Customer:</b>	All Executive Branch agencies using LDRPS software
<b>Updated By:</b>	Wes Hunsberger, DAS-ITE
<b>Approved By:</b>	David Miller, HSEMD Administrator

### 1 Project Approval:

<b>Approved By:</b>	Who approved this version? TGB?
<b>Approval Date:</b>	When was it approved?

### 2 Estimated Schedule

<b>Start Date:</b>	July 1, 2010
<b>End Date:</b>	June 30, 2011

### 3 What Is This Project All About?

#### 3.1 What are the project objectives and how does it relate to the corporate mission statement?

The objective of this project is the same as a FY 11 ROI application for business continuity. The FY 11 ROI application for Living Disaster Recovery Planning System (LDRPS) enhancements is to acquire and implement modules into LDRPS, the business continuity application currently used by more than 30 state agencies. These modules would increase the functionality of LDRPS. The modules of interest are:

- Business Impact Analysis (BIA) Professional
- Workforce Assessment
- Vendor Assessment
- Application Programming Interface (API) module

This LDRPS enhancement project is proposed by the LDRPS Steering Committee. As mentioned above, over 30 agencies currently have continuity planning information kept in LDRPS. The LDRPS Steering Committee is composed of representatives from nine different agencies, including the following five agencies that are co-sponsoring this ROI application:

- Department of Human Services (DHS)
- Department of Transportation (DOT)
- Department of Natural Resources (DNR)
- Department of Public Safety (DPS)
- Homeland Security and Emergency Management Division (HSEMD)

#### 4 What Are the Project Business Drivers and its Stakeholders' Impact?

##### 4.1 What are the business opportunities this project aims to fulfill?

- While most agencies have their individual Continuity of Operations / Continuity of Government plans (COOP/COG), there has been no statewide prioritization of all individual agency plans into one comprehensive and prioritized plan.
- A prioritization and ranking of all state critical business functions will aid the state in planning for and mitigation of a disaster within the state of Iowa. Allocation of resources and personnel will be greatly improved with the planned enhancements to LDRPS.
- Implementation of the proposed LDRPS modules will make it easier for COOP/COG coordinators of any agency to acquire essential information for their continuity plans. Plus, through the API module, users from the several agencies will have new and easier methods of accessing the information in LDRPS.
- Additionally, ongoing technical and implementation support for LDRPS as these new modules are brought on line will further establish a comprehensive and effective program to ensure the continuity of operations of statewide government before, during, and after disaster situations.

Most Likely Stakeholders	Most Likely Impact
A. Business continuity planners in state government	• Aid to business continuity planning.
B. Administration charged with COOP/COG plans	• Aid to making decisions in the event of a disaster.
C. Other?	•
D. Other?	•

##### 4.2 How does this relate to existing project business plans and priorities?

This project is tied directly to the Enterprise Strategic Plan by supporting the value of security and through the improvement of government accountability and infrastructure, in particular, reinventing Iowa government to provide better services at less cost and investing to maximize productivity and minimize life cycle costs.

Iowa's citizens expect to receive, and state agencies must be prepared to deliver essential services to citizens and customers regardless of situation or circumstance. Enterprise wide implementation of LDRPS will result in a timely and orderly approach by state agencies to the prioritization, continuation, and/or restoration of essential services during and/or after an event that threatens the delivery of those services our citizens depend on and expect.

Statewide implementation of LDRPS will assist agencies maintain compliance with the requirements set forth in State of Iowa Executive Order 40, which specifies: *"...all Iowa State executive branch agencies, in collaboration with the Homeland Security and Emergency Management Division of the Iowa Department of Public Defense, shall prepare a Continuity of Operations and a Continuity of Government plan to ensure the State's ability to deliver essential services under any circumstance."* While Executive Order 40 is from the Vilsack Administration, it has not been rescinded by the present administration of Governor Culver. Additionally, Homeland Security Presidential Directives 3, 5, 7 and 20 as well as Federal Preparedness Circular 65 and National Response Plan, 9230,

require the establishment and implementation of COOP and COG planning.

Enterprise wide implementation of LDRPS assists state agencies' adherence to the tenants set forth in Iowa Code 22.7 (Confidential Records). The content of continuity plans across state government contains information that is directly applicable to the language in Iowa's confidential records law. This code concerns security procedures or emergency preparedness information developed and maintained by a government body for the protection of employees, visitors, persons, or property in the care, custody, or under the control of the government body, if such disclosure could reasonably be expected to jeopardize such employees, visitors, persons, or property. Information contained in continuity plans is related to vulnerability assessments, security measures, and information contained in records that if disclosed would significantly increase the vulnerability of critical physical systems or infrastructures of state government.

LDRPS is a secure program that requires users to access information by obtaining a user name and password. In addition, an auditing feature within the software tracks when users enter the system, for how long they are logged in, and what information was accessed. This system will also serve as the primary secure storage location for agency plans, rather than relying on individual agencies to secure their continuity information.

#### 4.3 Who are the key stakeholders? How are they likely to be impacted by this project?

- As mentioned above, the key stakeholders of the project are the administration of the Executive Branch of Iowa, who are charged with developing and maintaining COOP/COG plans for business continuity purposes.
- By extension, the citizens of Iowa who depend on the critical business functions supplied by all of the Executive Branch agencies.

## 5 What is its Scope and What Does it Cover?

### 5.1 In Scope: What does this project scope include?

Following is a summary of the four LDRPS modules to be installed in FY 11:

BIA Professional is a module that guides users through the process of designing a business impact analysis survey, organizing the data and presenting the results. The result will be a detailed picture of the organization's financial and operational vulnerabilities, impacts and recovery strategies.

The Workforce Assessment module is a module whose value has been more keenly appreciated as threat of a pandemic swept the nation. With this module, surveys can be created and then sent out to all employees to quickly gather important information. Upon completion of the survey, employee data is automatically fed into LDRPS. Data kept in LDRPS can thereby be updated more easily and frequently. Every employee can quickly and easily feed information relevant to his or her job functions, skill sets and other attributes, without passing it first through an agency's Continuity Planner.

The Vendor Assessment module is like the Workforce Assessment module in that it allows surveys to be sent and survey information gathered directly into LDRPS. The Vendor Assessment module, however, is directed toward vendors, as the name implies. Upon receiving the survey data, the module then helps agencies figure out the possible impacts if there is a disruption or decrease in vendor service or availability. The continuity planner and management can then consider the costs and benefits of actions to mitigate such impacts or risks.



The Application Programming Interface (API) module would allow direct database linking of the LDRPS database with other databases throughout the enterprise. Such an interface would eliminate the need for timely imports. Instead, data could essentially be shared back and forth almost automatically, within the constraints of pre-set access rights and permissions. This module would provide an interface to easily request and input data into the system.

## 5.2 Out of Scope: What items were discussed but are not included in the project scope?

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## 6 Project Authority

- 6.1 Executive Sponsor – State the overall project sponsor. The sponsor should be able to ensure that the project initiator has authority to commit appropriate resources.
- 6.2 Change Control Board (CCB) –This section describes participating agency management control over the project. The Project Manager should manage internal control; external oversight by the Change Control Board should be established to ensure organizations’ resources are applied to meet the project and organizations’ objectives.
- 6.3 Project Manager – This section explicitly names the overall project manager and may define his or her role and responsibility over the project.

Project Role	Potential Candidate(s)	Est. Effort
Executive Sponsor	Primary Contact: David Miller at 725-3231 or <a href="mailto:david.miller@iowa.gov">david.miller@iowa.gov</a>	
Change Control Board: 1.	TBD, however there is a LDRPS Steering Committee who suggests and oversees enhancements and other technical matters with LDRPS. There also a LDRPS Users Group for exchanging information and to aid in migration issues.	
Project Manager	Jim Marwedel, Homeland Security COOP Planner	
Core Project Team 1.	LDRPS Sponsors-DHS,DAS, HMSED	

## 7 Risk Analysis

- 7.1 List the most important risks, impact, probability and risk avoidance options.

Potential Risks	Impact H M L	Probability H M L	Risk Avoidance or Contingency Options
1. Loss of FY 11 ROI funding will delay the project	H	Unknown	Maintain the LDRPS as is with current limited functionality.
2. Maintaining separation of individual COOP/COG plans with no comprehensive priorities	H	H	Maintain the LDRPS as is with current limited functionality.
3.	<input type="checkbox"/> H <input type="checkbox"/> M <input type="checkbox"/> L	<input type="checkbox"/> H <input type="checkbox"/> M <input type="checkbox"/> L	
4.	<input type="checkbox"/> H <input type="checkbox"/> M <input type="checkbox"/> L	<input type="checkbox"/> H <input type="checkbox"/> M <input type="checkbox"/> L	
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10.	<input type="checkbox"/> H <input type="checkbox"/> M <input type="checkbox"/> L	<input type="checkbox"/> H <input type="checkbox"/> M <input type="checkbox"/> L	

## 8 Project Milestones

8.1 Identify the significant project milestones, including executive and team progress reporting.

- As the project is based on receiving FY 11 ROI funding, a key milestone will be the Technology Reinvestment Fund appropriation and the ranking of the LDRPS project in the complete list of FY 11 ROI projects.

# Project Charter

## 1 Project Name: Messaging

<b>Sponsor:</b>	Gov. Culver
<b>Project Manager:</b>	To Be Determined
<b>Customer:</b>	All Executive Branch Agencies
<b>Updated By:</b>	Malcolm Huston
<b>Approved By:</b>	To Be Determined

## 2 Project Approval:

<b>Approved By:</b>	Who approved this version? TGB?
<b>Approval Date:</b>	When was it approved?

## 3 Estimated Schedule

<b>Start Date:</b>	Project kick-off date.
<b>End Date:</b>	Deliverables complete.

## 4 What Is This Project All About?

4.1	What are the project objectives and how does it relate to the corporate mission statement?
<ul style="list-style-type: none"> <li>To integrate messaging systems for the state workforce providing secure, seamless and integrated cross agency functionality of:             <ul style="list-style-type: none"> <li>messaging that includes spam elimination and virus scan/elimination,</li> <li>global address list,</li> <li>cross calendaring, and</li> <li>tasking capability</li> </ul> </li> <li>Need to know what corporate mission statement you are referring. Where is the corporate mission statement published/located?</li> </ul>	

## 5 What Are the Project Business Drivers and its Stakeholders' Impact?

5.1	What are the business opportunities this project aims to fulfill?
<ul style="list-style-type: none"> <li>The benefits of messaging systems include workforce productivity, written historical accounts of issues, government coordination, meeting scheduling, project management, and many more.</li> </ul>	

Most Likely Stakeholders	Most Likely Impact
A. Iowa Chief Information Officers	<ul style="list-style-type: none"> <li>IACIO@iowa.gov</li> </ul>
B. State of Iowa Executive Branch Directors	<ul style="list-style-type: none"> <li>IACabinet@iowa.gov</li> </ul>

5.2 How does this relate to existing project business plans and priorities?

- The project is similar in scope to the existing email standard but takes the next step of examining and deciding the best servicing approach for agencies to use in order to minimize the cost of messaging.

5.3 Who are the key stakeholders? How are they likely to be impacted by this project?

- All State of Iowa Executive Branch Agencies.

## 6 What is its Scope and What Does it Cover?

6.1 In Scope: What does this project scope include?

- This project takes steps to align the goals of agencies to provide a seamless integration of multiple e-mail systems used to enhance workforce productivity.
- All State of Iowa agencies, boards or commissions using messaging systems will cost effectively align their goals, e-mail system purchases, and share germane data to facilitate the project objectives.

6.2 Out of Scope: What items were discussed but are not included in the project scope?

- To Be Determined**
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## 7 Project Authority

- 7.1 Executive Sponsor – State the overall project sponsor. The sponsor should be able to ensure that the project initiator has authority to commit appropriate resources.
- 7.2 Change Control Board (CCB) –This section describes participating agency management control over the project. The Project Manager should manage internal control; external oversight by the Change Control Board should be established to ensure organizations’ resources are applied to meet the project and organizations’ objectives.
- 7.3 Project Manager – This section explicitly names the overall project manager and may define his or her role and responsibility over the project.

<b>Project Role</b>	<b>Potential Candidate(s)</b>	<b>Est. Effort</b>
Executive Sponsor	Gov. Chet Culver or Lt Gov. Patty Judge	<b>2%</b>
Change Control Board:		
1.	To Be Determined	%
2.	Name/Email	%
3.	Name/Email	%
4.	Name/Email	%
5.	Name/Email	%
Project Manager	Name/Email	
Core Project Team		
1.	JCIO, IAJCIO@iowa.gov	<b>98%</b>
2.	Name/Email	%
3.	Name/Email	%
4.	Name/Email	%
5.	Name/Email	%
6.	Name/Email	%

## 8 Risk Analysis

8.1 List the most important risks, impact, probability and risk avoidance options.

<b>Potential Risks</b>	<b>Impact H M L</b>	<b>Probability H M L</b>	<b>Risk Avoidance or Contingency Options</b>
1. Lack of funding	<b>High</b>	<b>Medium</b>	<b>Appropriate Level of Funding</b>
2. Website Reprogramming	<b>High</b>	<b>Medium</b>	<b>Phase in changes over time</b>
3. Restructure Appropriations	<b>High</b>	<b>Medium</b>	<b>Time the completion of the project to correspond to budget cycles</b>
4. Realign Job Assignments	<b>High</b>	<b>Medium</b>	<b>Interview for the best messaging administrators</b>
5. De-motivation of messaging workforce	<b>High</b>	<b>Medium</b>	<b>Ensure proper control, rewards, and outcomes are part of the new policy</b>

## 9 Project Milestones

9.1 Identify the significant project milestones, including executive and team progress reporting.

- Executive Order or Legislative Code approval
- Messaging Kickoff Meeting
- Messaging Study Complete
- Messaging Key Performance Indicators have been determined and agreed upon
- Analysis of Key Performance Indicators complete and understood
- Improvements to existing messaging cost and performance indicators are determined
- Control processes or policy established to ensure improvements remain permanent

# Project Charter Template

## 1 Project Name:

<b>Sponsor:</b>	John Gillispie
<b>Project Manager:</b>	Matt Behrens/Pat Clark
<b>Customer:</b>	Dept of Administrative Services and Hosting Customers
<b>Updated By:</b>	Who updated the charter?
<b>Approved By:</b>	Who approved this version?

## 2 Project Approval:

<b>Approved By:</b>	Who approved this version? TGB?
<b>Approval Date:</b>	When was it approved?

## 3 Estimated Schedule

<b>Start Date:</b>	Underway.
<b>End Date:</b>	October 15, 2009

## 4 What Is This Project All About?

4.1	What are the project objectives and how does it relate to the corporate mission statement?
	<ul style="list-style-type: none"> <li>To evaluate use of thin client computing in the DAS desktop environment using existing VMWare product and demo thin client hardware for a pilot group of users.</li> <li>Evaluate staff effort required to set up and maintain virtual desktop environment, assess real storage and other resource requirements, evaluate disaster recovery potential. Develop supporting financial analysis to determine viability of a business model to support the project.</li> <li>This project will align with three current strategic initiatives within Iowa government: green government, controlling IT costs, and improving disaster-recovery responsiveness.</li> </ul>

## 5 What Are the Project Business Drivers and its Stakeholders' Impact?

5.1	What are the business opportunities this project aims to fulfill?
	<ul style="list-style-type: none"> <li>The benefits of desktop virtualization include energy savings, reduced hardware costs, improved security, improved disaster recovery, reduced IT operations costs, and many others.</li> <li></li> </ul>

Most Likely Stakeholders	Most Likely Impact
A. DAS desktop customers	<ul style="list-style-type: none"> <li>Pilot group will be asked for feedback on the experience.</li> </ul>

B. Name/Email	•
C. Name/Email	•
D. Name/Email	•

#### 5.2 How does this relate to existing project business plans and priorities?

- The JCIO has requested ROI funding for enterprise desktop virtualization.
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#### 5.3 Who are the key stakeholders? How are they likely to be impacted by this project?

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### 6 What is its Scope and What Does it Cover?

#### 6.1 In Scope: What does this project scope include?

- Implementation of virtual desktops for testing by server and desktop support staff.
- Evaluation of storage requirements for different user profiles, evaluation of demo thin client hardware, cost analysis of one-time and ongoing costs.

#### 6.2 Out of Scope: What items were discussed but are not included in the project scope?

- Expansion to larger pilot group.
- Procurement of thin clients.

### 7 Project Authority

- 7.1 Executive Sponsor – State the overall project sponsor. The sponsor should be able to ensure that the project initiator has authority to commit appropriate resources.
- 7.2 Change Control Board (CCB) –This section describes participating agency management control over the project. The Project Manager should manage internal control; external oversight by the Change Control Board should be established to ensure organizations’ resources are applied to meet the project and organizations’ objectives.
- 7.3 Project Manager – This section explicitly names the overall project manager and may define his or her role and responsibility over the project.

Project Role	Potential Candidate(s)	Est. Effort
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Executive Sponsor	John Gillispie/John.Gillispie@iowa.gov	
Change Control Board:		
1.	ITE Change Advisory Board/DASITECAB@iowa.gov	%
2.	Name/Email	%
3.	Name/Email	%
4.	Name/Email	%
5.	Name/Email	%
Project Manager	Name/Email	
Core Project Team		
1.	Dennis Babcock/Dennis.Babcock@iowa.gov	%
2.	Bradley Richman/Bradley.Richman@iowa.gov	%
3.	Robert Shwery/Robert.Shwery@iowa.gov	%
4.	David Couch/David.Couch@iowa.gov	%
5.	Name/Email	%
6.	Name/Email	%

## 8 Risk Analysis

8.1 List the most important risks, impact, probability and risk avoidance options.

Potential Risks	Impact H M L	Probability H M L	Risk Avoidance or Contingency Options
1. Poor performance in environment shared with virtual servers	Medium	<input type="checkbox"/> H <input checked="" type="checkbox"/> M <input type="checkbox"/> L	Limit participants and/or realign server usage
2. No redundancy in pilot environment	High	<input type="checkbox"/> H <input type="checkbox"/> M <input type="checkbox"/> L	Using desktops configured to act as thin clients, which can be quickly reverted to full client configuration
3.	<input type="checkbox"/> H <input type="checkbox"/> M <input type="checkbox"/> L	<input type="checkbox"/> H <input type="checkbox"/> M <input type="checkbox"/> L	
4.	<input type="checkbox"/> H <input type="checkbox"/> M <input type="checkbox"/> L	<input type="checkbox"/> H <input type="checkbox"/> M <input type="checkbox"/> L	
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7.	<input type="checkbox"/> H <input type="checkbox"/> M <input type="checkbox"/> L	<input type="checkbox"/> H <input type="checkbox"/> M <input type="checkbox"/> L	

8.	 H M L	 H M L	
9.	 H M L	 H M L	
10.	 H M L	 H M L	

## 9 Project Milestones

9.1 Identify the significant project milestones, including executive and team progress reporting.

- Define scope of pilot project and obtain management approval to proceed.
- Identify resources (hardware, software, staff, other) needed for the pilot and allocate appropriately.
- Set up virtual environment & train support staff.
- Deploy to pilot users.
- Lessons learned.
- Develop recommendations for moving forward, financial analysis, potential pricing model.